



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



December 5, 2007

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

**STATUS OF THE SHERIFF'S DEPARTMENT'S RECRUITMENT EFFORTS AND
FUTURE HIRING PROJECTIONS**

In July 2006, the Los Angeles County Sheriff's Department (Department) informed your Board of our successes in recruiting new deputy sheriff and custody assistant trainees. I am pleased to report that the Department has continued to aggressively recruit and we are on track to exceed our hiring goal with the graduation of 1,000 trainees from our academy in 2007.

Your Board's continued support and dedication to public safety contributed greatly to our success. In addition to your support, I would like to highlight some factors that led to the unprecedented number of candidates who entered the process to become deputy sheriff and custody assistant trainees.

I will also provide your Board a status on our attrition predictions and future hiring goals as we draw close to filling our vacancies.

Contributing Hiring Factors

The Department is one of the few law enforcement agencies in the country that is fulfilling its hiring goal. One of the reasons for this is the attraction of joining the Los Angeles County (County) Team. Under your leadership, the County has established an exceptional reputation for caring about their employees and the community they serve. This distinguished reputation has made Los Angeles County the employer of choice.

A Tradition of Service

In the law enforcement arena, candidates are attracted to our Department based on our reputation and respect, our commitment to diversity, and our community credibility. The cornerstone for this attraction is the Department's Core Values, Mission Statement, and Creed. Our recruiters embraced this philosophy and worked vigorously to form partnerships with schools, businesses, community leaders, and military installations. Their efforts to showcase the Department has proved to be fruitful in attracting both the quantity and quality of necessary applicants.

During the past two years, the Department has forged a close bond with each branch of the United States Armed Forces. The training and life experience gained while serving in the military provide a great foundation for a career in law enforcement.

The Department has also attracted over 120 police officers that lateraled to our Department from other agencies. These police officers could have chosen to join any number of law enforcement agencies in the Southern California area. I believe our commitment to education through the success of the LASD University program and the development of exceptional character and leadership skills has elevated the Department as the premier law enforcement agency in the nation. Our applicants recognize these qualities and gravitate to our Department in order to become part of a County organization that treats its employees with respect, dignity, and fairness in addition to providing an excellent salary and benefits package.

The Department also remains committed to the recruitment of women in law enforcement. During 2006, the Department hired 251 women for the position of deputy sheriff trainee, and is currently on a pace to hire more than 300 women this year.

With your support, we have made the Department the gold standard in law enforcement recruiting.

Attrition

Over the past ten years, the Department has experienced an annual average of 400 sworn members leaving the Department. Earlier projections anticipated a large number of sworn members retiring in March 2008. The Department has been closely monitoring the attrition and requested early notification from members planning to retire in March 2008. However, at this time, the numbers are minimal compared to earlier predictions. Based on this, our hiring goal for 2008 has been adjusted.

Hiring Projections

With the current downtrend in attrition coupled with our intense hiring campaign, a decrease in hiring for calendar year 2008 is necessary. Dependent upon the attrition numbers, the Department is projecting hiring approximately 500 deputy sheriffs during 2008. By the end of 2007, the Department anticipates being near 300 sworn

✓ vacancies. As you are aware, the Department must keep approximately 300 sworn and 800 professional staff positions vacant in order to achieve our budgeted \$100 million salary savings, which is a direct reduction to our budgeted salary and employee benefits funding.

Based on the salary savings need, the Department will maintain a minimum of 300 sworn vacancies and continue to closely monitor attrition in order to adjust the hiring as needed. In order to fill the 300 sworn vacancies, an additional \$37 million would be required to reduce the salary savings. Discussions are ongoing with the Chief Executive Officer in addressing this issue in the 2008-09 budget.

Personnel Analysis

In September 2006, your Board approved an increase in personnel based on the recommendations of the Board established "Sheriff's Department's Recruitment and Retention Working Group." As we have successfully reached these goals and are now decreasing our hiring numbers, the Department is conducting an analysis to assess redeployment of those personnel assigned to the Recruitment, Background Investigations, and Training Bureau Units to unincorporated patrol. Upon completion of the analysis, a report of the Department's findings will be provided to your Board.

Conclusion

In summary, the Department is appreciative of your commitment and assistance in meeting our hiring goals. With the rapidly decreasing number of sworn vacancies, the Department will continue to closely analyze our vacancies and attrition numbers. Again, I thank you for your support and look forward to continuing our partnership in providing the citizens of the County with the best possible level of public safety.

Should you have any questions, please contact Assistant Sheriff Paul K. Tanaka at (323) 526-5065.

Sincerely,



LEROY D. BACA
SHERIFF